

U.A.P.

Quarterly Report *April - June 1998*

Development Associates, Inc.
Contract No. 532-C-00-96-00234-00

UPLIFTING ADOLESCENTS PROJECT
QUARTERLY REPORT
April 1 to June 30, 1998

TABLE OF CONTENTS

SECTION A: NARRATIVE

1. Background	1
2. Expected Results	1
3. Current Activities	1
4. Performance	2
Sub-Grant Award and Management	2
Training Program	5
Strengthening the Youth Unit, MEYC	8
Contract Administration	9
Operations Research Grants	10
Donor Coordination and Other Activities	10

SECTION B: ADMINISTRATIVE INFORMATION

Contract Expenditure	12
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ATTACHMENTS

 Sub-Grantee Progress Report Matrix
 Newspaper Clippings
 Letters from Clients

B

***Uplifting Adolescents Project
Jamaica
Quarterly Progress Report
April - June 1998***

BACKGROUND

In June 1996, Development Associates, Inc. was awarded a contract with a level of effort of 194 person months of long and short term technical assistance to strengthen local NGOs to deliver a multi-modal package of services to adolescents between the ages of 10-18 years to improve their social skills to become more productive and responsible citizens, and to strengthen the Youth Unit of the Ministry of Education.

EXPECTED RESULTS

The three major outputs as detailed in Section C, Work Statement of the contract articulate:

1. **Strengthening the NGOs:** The first step in implementing this project is to provide technical assistance and training to the NGOs to enable them: (a) to improve their managerial capabilities; (b) to improve or expand their program capabilities to deliver either the minimum or recommended package of services to adolescents; and (c) to apply to the contractor for grants to provide services to adolescents.
2. **Programs for Adolescents Designed & Delivered:** The heart of the project is the delivery of multi-modal packages of services to approximately 11,000 at-risk adolescents. The NGOs accepted for the project can deliver these packages of services with funding from sub-grants with the contractor. About 14,000 youth years of services (minimum and recommended) are to be provided to about 9,300 at-risk adolescents (since some adolescents receive more than one year of services, their number is less than the number of youth years). For special populations (pregnant girls, learning disabilities, etc.) who require specialized services, about 2,500 youth years of services are to be provided to about 1,700 adolescents.
3. **MEYC Youth Unit Strengthened:** The Youth Unit in the Ministry of Education, Youth & Culture is to play an important part in the implementation of this project and be a central point on behalf of the government for continuing these activities after the project ends. As a newly formed office within the ministry, it needs some inputs to become strong enough to fulfill its role.

CURRENT ACTIVITIES

The planned activities for the report period covering January-June 1998 include:

1. Continue the Sub-Grant award and management process with those qualified non-governmental organizations (NGOs) which can deliver services to the adolescent population, by coordinating the award of sub-grants, and ensuring their effective start-up. This will include the third round of solicitations, and second year funding for ongoing sub-grantees, convening of the Awards Committee and the signing of USAID-approved sub-grant agreements and amendments by Development Associates.
2. Conduct a training program by delivering classes and workshops to targeted NGOs offering them the opportunity to participate in courses delivered by the UAP in key areas such as recruitment strategies,

reproductive health, personal/family development, literacy/remedial education, scriptwriting/performing, vocational skills, tracer studies, performance tracking system and observational study tours.

3. Contribute to the strengthening of the Youth Unit, Ministry of Local Government, through commodity procurement; identifying the needs for training and technical assistance, and coordinating participant training requirements. Initiate the procurement of those commodities required by the Youth Unit.
4. Establish procedures for effective management of the UAP contract funds, and demonstrate smooth implementation of these procedures. Implementation of effective cost control procedures including financial reviews of sub-grantee accounts, conducting a rapid appraisal to review implementation results, and installation of a database to track beneficiary performance.
5. Initiate Operations Research projects including requests for quotations from qualified consultants and NGOs. Initiate the process to train NGOs in tracer study techniques and prepare NGOs to conduct tracer studies of 150 program graduates in preparation for the mid-term project evaluation.

PERFORMANCE

Sub-Grant Award & Management

The main activities under this performance criterion were the third round solicitation of proposals for sub-grants, the submission of proposals for year two continuation of Batch 1 sub-grantees and the general management of all sub-grant implementation.

Third Round Solicitations

On April 8, 1998, the Awards Committee was convened to discuss three Round III proposal submissions and the UAP recommendations for funding. The committee agreed with the UAP's endorsement of Sam Sharpe Center for Child & Adolescent Development and the Jamaica Association for the Deaf. At the same time, the committee heard and agreed with the justification for rejection of the Mico Youth Counseling, Resource & Development Center proposal which did not meet the minimum eligibility requirements for special population. Representatives of each organization were informed of the decision with a formal letter being sent to the Mico Youth Counseling Center. The next phase of the process was to prepare sub-grant agreement documents for USAID approval. During this procedure, we learned that timing of funding for both grantees was key to start-up activities. The Sam Sharpe Center wished to initiate activities on June 1 while The Jamaica Association for the Deaf preferred to start on July 1, 1998. This was taken into consideration during the preparation of the agreements. Both draft agreements were sent to USAID/Jamaica for technical approval prior to forwarding to the RCO in Santo Domingo. Both sub-grant agreements were executed during the report period.

Proposals for Year 2

The criteria for the extension of Year 1 grants was developed for second year submissions for funding. The criteria was finalized and sent to the NGOs with letters inviting them to prepare the required documentation to apply for a sub-grant extension.

On May 11, six Batch I Sub-Grantees submitted requests for funding to continue activities into year 2 of the program. UAP key staff reviewed each proposal and submitted recommendations to the Awards Committee.

Based on past performance and the criteria established for program continuation, the following decisions were made by the Awards Committee which met on May 21:

1. Jamaica Family Planning Association

Recommendation: Approved with the condition that funds left over from year 1 (Ja\$243,161) be deducted from the requested amount of Ja\$1,649,205. Total amount recommended for funding for year two extension is Ja\$1,406,044.

2. Jamaica Red Cross

Recommendation: That this activity be funded in the amount of Ja\$1,096,455 of new money to be added to unused funds of Ja\$1,065,545 from year one. This will be sufficient to cover year two activities.

3. Women's Center of Jamaica Foundation

Recommendation: The Committee agreed that the total amount which can be funded for this activity is Ja\$4,200,000 of new money. This amount will necessarily include approximately Ja\$288,000 for a yearly audit as required under USAID regulations. A major condition for this approval is that no funds will possibly be available to this NGO under the UAP in year three of the program. Future funding for this NGO may be possible under the upcoming Adolescent Reproductive Health activity.

4. Kingston Restoration Company

Recommendation: The Committee recommended that since KRC has not expended much of its year one funds, and the amount of Ja\$1,065,279 was still unused, that the year two request be held in abeyance until such time as they can demonstrate implementation of the program as presented in their proposal. The UAP documented specific failings and then establish clear performance benchmarks to be reached by KRC with the remaining funds. A meeting to discuss these matters was convened on June 11 with Morin Seymour, UAP and USAID and agreements reached.

5. YWCA, National Council

Recommendation: The request for Ja\$2,128,420 be approved reducing the total amount to be granted by Ja\$110,000 of unused funds from year one. Total of the second year grant to be Ja\$2,018,420.

6. Rural Family Support Organization

Recommendation: That the amount of Ja\$3,200,000 of new money be granted and that the sum of Ja\$726,000 of unused year one funds be rolled-over and included to cover expenses for program continuation. This NGO may also be a strong candidate for future funding under the upcoming Adolescent Reproductive Health activity to be initiated by USAID.

By June 1, 1998, all six batch one NGO sub-grant agreements were prepared, approved by the RCO and executed by Development Associates.

Management of UAP Sub-Grants

Site Visits: During the quarter, site visits by UAP Project Officers were made to all 15 current sub-grantees at their head offices, and on occasion, to observe field implementation of the project. Major progress has been made by the NGOs regarding recruitment which was of significance concern for the UAP. UAP Key Staff worked closely with the Sub-Grantees to which they were assigned to develop alternative strategies for the NGOs to consider and adopt. The results are seen in the tremendous improvement over the six-month period which is reported in the table under Summary of NGO Quarterly Progress Reports.

Management Assistance: The poles from the two tents donated by USAID to Children First were stolen leaving the tents useless. Fortunately, the donation of a container by Tools Hardware was delivered and the tents will be replaced with the container for classroom space. UAP staff continued to work directly with the NGOs regarding upgrading the information for quarterly reports and by installing spreadsheets at each NGO in support of the report format.

Rapid Appraisal: The UAP sub-contractor, Hope for Children Development Company, initiated a request for quotations from several consulting firms and UWI specialists in early February based on a scope of work developed by UAP staff. Time allotted to prepare and submit proposals was six weeks. The receipt of eligible proposals met with delays because submissions were incomplete or inaccurate causing time to request further information. This caused both HCDC and the UAP to conduct several review processes to finally select the most qualified firm which was PSEARCH. Once selected, the principal of the firm whom UAP wished to conduct the survey was busy and could not initiate activities immediately. Rather than accept a substitute and possibly a less qualified person, the UAP opted to wait for Dr. Claudia Chambers to be available and requested a one month time extension from USAID which was granted. The actual field survey began in mid May.

During the field testing, Dr. Chambers encountered the following constraints:

- Excessive NGO preparations for the assessment. Most of the NGOs went to excessive lengths to prepare site, personnel, and clients for any scheduled visits. The consulting team was effectively denied access to sites which had not been prepared.
- NGO involvement in other scheduled general UAP and other donor activities.
- General inadequacy of visiting single sites for the assessment. Throughout the assessment, it became evident that a multi-modal approach to assessment was critical. It was essential to visit multiple sites, and hold discussions with several persons to elicit the true profile of program activities as they related to the effectiveness criteria. This sometimes meant exceeding the intended visits, trips and locations.

In spite of the above constraints, PSEARCH had completed its deadline of submitting a final report both qualitative and quantitative to the UAP by the end of June 1998. An addendum to the report was submitted in early July after a visit with the USAID Project Officer. An internal review of the report findings and recommendations demonstrated the complexity of the "effectiveness criteria" variables which will require further in-depth analysis prior to making informed recommendations to USAID. Therefore, the UAP opted to conduct advanced analysis of the study results and findings rather than attempting to meet a projected deadline when certain time events were outside of the administrative control of the UAP and the consulting firm. We feel that informed recommendations can only be made to USAID based on further analysis.

Performance Tracking System: The main activities were the testing of forms to be used for data capture of clients; development of a beta version of the electronic database which would be used to capture information recorded; and the review of procedures to be used in the capture and distribution of information by NGOs.

At the beginning of the process, NGOs were selected for the pilot phase of the PTS. This pilot was tackled in two stages; testing of the paper forms and information recording procedures, and secondly, the installation of the electronic database. The NGOs participating in the pilot project were selected using criteria which included: environment(rural vs. urban); size (large vs. small in terms of clients) and administrative abilities (perceived strong vs. weak administration).

Mr. Allan Kellum, Development Associates/Arlington, has been actively participating in the development of the PTS at the UAP prior to installation at the NGOs since its inception. The system that has been designed has the capability to track the performance of each NGO participant, record intake data and exit data to judge the performance and results of the services being delivered by the NGOs. This data will be transferred to the UAP which will maintain the central system for all NGO beneficiaries. This process will also offer each NGO a database which can be tailored to its individual needs.

The Performance Tracking System (PTS) was installed in five NGOs during the month of April. Those grantees receiving the PTS were ASHE, FAMPLAN, Jamaica Red Cross, KRC, and Youth Opportunities Unlimited. During installation, we found that very few NGO staff have experience managing data base programs. Therefore, training and onsite technical assistance was required. The PTS was installed in six more NGOs during May bringing the total number of installations to 11. Two of the NGOs (Mel Nathan & YMCA) have experienced problems. The YMCA's computer did not have a CD ROM drive and therefore could not accept the software, and Mel Nathan Institute had software which was incompatible with UAP Access program. These impediments were overcome in June. A training program for the NGOs so that both management and technical staff can gain the benefits of operating a database was conducted at the St. Margaret's Resource Center in Olympic Gardens on June 23, 1998.

Financial Assessments: The six sub-grantees from Batch 2, awarded in September 1997 were all visited by the UAP Accountant and NGO Coordinator during the month of March. Major findings requiring Sub-Grantee remedial action concerned neglecting the opening of interest-bearing savings accounts by three of the sub-grantees, and inadequate detail in their procurement files. These problems have been found in spite of the training program held in October 1997, at which all 12 sub-grantees were present, and also the issuance of the Management Manual for UAP Sub-Grants to them.

The final end-of-year financial review was conducted on all six Batch 1 sub-grantees during the month of April and reports were prepared and sent to each NGO to review findings and to implement recommendations. Two NGOs had made outstanding progress and the second financial review found no problems and reported no recommendations. The other NGOs had made progress on most of the earlier recommendations but one problematic area, procurement files, still requires improvement. All of the NGOs have demonstrated competitive procurement processes but few have specific files to sufficiently document the process. Although the items being procured by the NGOs are quite small and fall way under USAID's required threshold to maintain procurement files, we feel that such a system would be extremely beneficial to the institutional strengthening of the organizations.

Amendments to the Sub-Grants: Amendment No. 2 to the six Batch 1 sub-grant agreements were approved and issued on June 1, 1998. These amendments had the effect of extending the termination dates of all agreements by one year, and adding various amounts to the sums obligated to each sub-grant. The Batch 1 sub-grantees affected were those six NGOs mentioned above on page 3.

Training Program

The scheduled training program continued during the second quarter of the year with the following workshops being completed:

Personal & Family Development - April 1-2, 1998

The Workshop attracted 40 participants from 13 non-governmental organizations (NGOs) and 2 participants from the Youth Division of the Ministry of Local Government, Youth and Community Development.

Two staff members of NGOs were included in the team of Presenters/Facilitators, which consisted of Dr. Monica Brown, Lecturer, Institute of Education, The University of the West Indies; Mrs. Utealia Burrell, Manager, Rural Family Support Organization; and Mrs. Betty Blaine, Founder & Executive Director, Youth Opportunities Unlimited.

The aim of the Workshop was to prepare NGO participants to deliver services in the area of personal and family development to at-risk adolescents, aged 10 to 14 years. Therefore, the course content was designed to ensure that, by the end of the Workshop, participants would be able to:

- identify and discuss health, education and social issues facing children and youth;
- identify and discuss the needs of adolescents;
- analyze the factors which promote healthy lifestyles for adolescents in the Jamaican society;
- become aware of and practice at least 3 strategies for
 - facilitating self-understanding
 - fostering desirable inter-personal relationships with family members and others
- discuss and develop at least 3 strategies for establishing and maintaining parent/guardian involvement in projects;
- become familiar with and practice some basic counseling skills;
- identify the components of a mentoring program and apply the principles to help adolescents make vocational choices in relation to career opportunities.

A complete workshop report has been prepared and distributed to NGOs, USAID, Youth Division and Development Associates. Thirty two (32) appendices were included to enable the NGOs to utilize the report as a manual.

Literacy & Remedial Education-Developing Teaching Aids - May 5-6, 1998

The UAP sponsored a second workshop on Literacy & Remedial Education in conjunction with JAMAL. Forty seven (47) participants from 14 non-governmental organizations (NGOs) attended the two-day workshop. Of those, forty five attended the first day, and forty two on the second. All forty two attending on the second day completed the participant's evaluation form, providing some feedback to the course organizers on the conduct and value of the course.

The workshop's objectives were:

- To identify teaching areas which could be strengthened by the use of relevant teaching aids;*
- To develop a set of materials and comprehension exercises for use in reinforcing spelling, reading and numeracy lessons to adolescents; and*
- To identify sources of teaching materials at economical cost to NGOs.*

This was one of the more successful workshops held by the UAP, based on the participants' rating of workshop content. Participants were most impressed with the workshop materials and had positive overall evaluations of the workshop. A complete report was prepared including appendices of the teaching aids designed and developed during working groups. This report will be utilized by the participating NGOs as a manual for teaching literacy & remedial courses. As with all UAP manuals, the NGOs are encouraged to copy the report for dissemination and use by other staff members.

Vocational/Technical Training

The training of instructors in technical and vocational skills in the UAP program continue to be based on a partnership between UAP and HEART/NTA. The UAP has continued to maintain and strengthen the links with

HEART's Technical and Vocational Training Centres and through negotiations with the Director, Mrs. J. McKenzie and her staff. The partnership facilitates the use of HEART's trained instructors in many NGO/UAP skills training projects and the strengthening of the skills of other relevant NGO staff and volunteers.

During the period under review the NGOs have had training benefits from this HEART/UAP network in areas as follows:

<u>NGO</u>	<u>SUBJECTS</u>
Jamaica Red Cross	Garment Construction, Craft, Food Preparation, Home Economics
Kingston YMCA	Welding, Garment Construction, Embroidery, Leather Craft, Home Economics, Tailoring
Mel Nathan	Welding, Woodwork, Repair of Small Appliances, Garment Construction, Catering
Rural Family Support Organisation	Woodwork, Carpentry, Garment Construction, Embroidery, Craft, Home Economics, Leathercraft
Women's Centre	Woodwork, Garment Construction, Embroidery, Craft, Tailoring
YWCA National	Garment Construction, Craft, Upholstering, Home Economics, Repair of Small Appliances

Performance Tracking System - June 23, 1998

The PTS workshop held at the St. Margaret's Resource Center, attracted 24 participants representing 14 NGOs and was conducted by Mr. P. Palmer, USAID Systems Manager and Mr. Gamil Coke, UAP MIS Administrator. The objectives of the one-day workshop included:

- Appreciation of information recording
- Benefits of using a tracking system
- Comprehension and ability to:
 - ▶ enter data correctly
 - ▶ amend/interrogate stored data
 - ▶ produce reports
 - ▶ awareness of backup and security systems
- Achieve technical competency in operations of a database
- Transfer database technology within each organization

The venue belonging to the St. Patrick's Foundation contains an audio visual lab with 13 computers (6 procured with UAP funds). Half of the workshop was hands-on operations of the database and supervised practical exercises with the PTS.

Tracer Study - June 24, 1998

Under the UAP a Tracer Study Workshop was conducted by Dr. Diana Davis, Development Associates, Inc., Senior Research Specialist. In attendance at the workshop were twenty two participants representing thirteen NGOs. The tracer study workshop was intended to meet the needs of both donors and NGOs for the purposes of obtaining information on the progress of the project and to evaluate its impact. The tracer study will investigate the variables related to the four technical components of the UAP program. Results of the tracer study will provide feedback by beneficiaries on the value and importance of the project to them; identify project strengths, weaknesses and changes required to improve services; and gain useful information to assist future planning to meet adolescent needs. A Tracer Study Manual will be developed based on the content of the workshop and will serve as a guide to NGOs for implementation of their tracer study programs.

Computer Training

Computer training was provided to seven staff members of the Youth Division of the Ministry of Local Government, Youth & Community Development.

Observational Study Tour

The six participants in the Observational Study Tour departed Kingston on May 4, returning after 15 days in New York City on May 18, 1998. Participants of the group represented 5 NGOs and the Ministry of Local Government, Youth & Community Development. They were: Sarah Newland Martin, YMCA; Claudette Richardson-Pious, Children First; Glenda Drummond, Western Society for the Upliftment of Children; Fabian Brown, St. Patrick's Foundation; Conroy Wilson, ASHE; and Gladys McDowell, Ministry of Local Government. The group attended a four-day workshop, *Training of Parent Trainers*, sponsored by Boys Town. After the workshop, they had an opportunity to visit community based organizations, municipal officials, and peers working with at-risk youth including Jamaicans. On weekends individual members of the group participated in public relations events making contacts and networking with Jamaican nationals. Upon return to Kingston, the UAP convened a debriefing session with the participants for UASID and GOJ officials. The new Mission Director, Mosina Jordan, attended the meeting and was most pleased to meet the group and learn of their experience. Feedback regarding the results of the trip was extremely positive and each individual expressed his/her appreciation to USAID and to Development Associates for the opportunity of experiencing new ideas, meeting new peers, and enriching their own knowledge. As a follow-up to the Observational Travel, the group in coordination with the UAP will conduct a workshop on the Training of Parent Trainers with a Jamaican emphasis to all UAP sub-grantees during the next semester.

Strengthening the Youth Unit, MEYC

The UAP offered the following assistance to the Youth Division:

Technical Support: The UAP has procured MS Office 97 licenses for all computers procured under the UAP contract. The UAP has invited the Youth Division Director to consider making further commodity requests to accommodate staff in the new offices. The previous National Youth Service Director, Delano Franklyn, was appointed to the Office of the Prime Minister and his replacement has only been announced recently. The recommended subjects for Participant Training put forward by the UAP have been accepted by the Director of the Youth Division and discussed with the Minister who agreed to select staff for training. Coordination of this project component will be carried out directly between the Youth Division with USAID and the University of Tennessee.

Training: The Youth Unit requested UAP assistance to identify and facilitate computer training for its staff. The UAP has arranged for training with the Software Training Center for seven Youth Division staff beginning in May through July. Staff of the Youth Division continue to participate in all UAP training events on a monthly basis. Some 13 staff and National Youth Service Volunteers from the Division have benefitted from the local training programs run by the UAP, in such areas as *Theatrics & Script Writing*, *Adolescent Reproductive Health*, *Administrative Development for NGOs*, and *Literacy/Remedial Education*. A senior staff member of the Youth Division participated in the Observational Study Tour detailed above under Training.

Accounting for GOJ Counterpart Financing: The Lotus spreadsheet previously installed at the Youth Division was converted to Excel on the new computer used by the Youth Division Accountant. The UAP continues to collaborate with the Youth Unit to ensure that there is clear understanding of how to use the spreadsheet in reporting to USAID on counterpart contributions.

Joint Coordinating Committee: The UAP finalized the minutes of the last meeting of the JCC and will convene the quarterly session for July. The second Joint Coordinating Committee of the semester was convened during the month of April at the new offices of the Youth Division now housed in the Ministry of Local Government, Youth & Community Development. Prior to this meeting, the Minister of State, Colin Campbell, requested that Ambassador Marjorie Taylor of the Child Support Unit be invited to join the Committee. The Chairperson invited the Ambassador but did not receive a reply. The Chairperson also extended an invitation to the Director of the Unit, Audrey Budhai, to attend as a special guest but she was unable to participate. A formal letter inviting Mrs. Scarlet Gillings, Executive Director, Jamaica Social Investment Fund, was also sent but a response was not forthcoming. Therefore, the JCC's attempt to expand its present membership was not successful. As customary, a UAP staff person functioned as the recording secretary.

Contract Administration

The activities under this section during this quarter covered collaboration with USAID, Sub-Contract Administration, and Home Office Management.

Collaboration with USAID

A USAID-sponsored Adolescent Reproductive Health Project design team visited the UAP to extract experiences regarding issues related to reproductive health, NGO capabilities, and areas where we believe a new initiative would make an impact.

The UAP has received several copies of letters addressed to different organizations which visited USAID in search of assistance. These persons were given the name of the UAP as a reference and possible source of funding. One such visit to the UAP was made by the Marketing Director of Creative Productions and Training Limited which is a semi-government funded agency.

The UAP Chief of Party attended a PACT workshop at the request of USAID to analyze the present undertakings of this newly formed umbrella organization for NGOs, its future programming possibilities and funding potential.

UAP staff had prepared a spreadsheet to program future obligation of funds to cover CLIN 6, *Grants to NGOs*, for the coming months. The draft programming was submitted to Development Associates for submission to USAID. During the process, USAID stated that sufficient funds seemed to be available in the contract and that a pipeline analysis should be conducted. This was completed by the UAP and submitted to Arlington. Upon review of the analysis, Development Associates agreed with USAID/Jamaica and no request for funding obligations were made. A new obligation of funds will be required towards the end of September.

An excellent working relationship exists between Development Associates and the Mission. USAID has also been responsive to the UAP when a need has arisen. For the June Performance Tracking System workshop, the Mission Systems Manager, Mr. P. Palmer, agreed to be a presenter and has worked with the UAP in the planning and execution of the workshop. The UAP was required to obtain authorization from Mr. Palmer's supervisor which was readily given.

The UAP key staff at the request of USAID met with staff of Juarez & Associates which was awarded the New Horizon Project contract with the Ministry of Education. Administrative matters to assist a new contractor get settled were discussed as well as some possible program coordination in the future.

Sub-Contract Administration

Development Associates' sub-contractor, HCDC, has worked in close conjunction with UAP staff by participating in regular staff meetings, the special meeting with USAID regarding award fee criteria. HCDC has been effective by contributing input to the Rapid Appraisal and Tracer Studies statements of work under which consultants were hired under its sub-contract agreement to implement UAP activities. HCDC worked diligently to identify consultants for the Rapid Appraisal and obtaining cost bids from each. Mr. Troupe worked very closely with Consultant, Sheila Graham, to finalize a report on the design of Operations Research proposals by three NGOs. Support staff from HCDC are contributing significantly to all UAP program components but work especially hard with logistics to meet deadlines for the training programs.

Home Office Management

Loretta Johnston, UAP Home Office Program Manager has invested great amounts of time with the coordination and programming of the Observational Study Tour which was conducted in May. Ms Johnston served as the group's director during the tour in N.Y. Home Office support for management of grants funds has been significant. Dr. Diana Davis has designed the Tracer Study questionnaire, conducted an in-country workshop, reviewed operations research proposals and met with key NGO staff and USAID. She maintains frequent contact with the Jamaica staff via e-mails. Mr. Allan Kellum is in weekly contact with the UAP staff to keep the Performance Tracking System on course. He receives and responds to a weekly update on the database as it is being implemented. His inputs have been invaluable. It is worth mentioning that Mr. Kellum conducts this activity from his home over the weekends.

Operations Research Grants

A total of 21 consultants and firms and 13 NGOs received a complete operations research package of instructions with relevant attachments. Both USAID and the Youth Division received copies of the package prior to distribution. High priority was given to those firms whose proposals anticipated working with and through UAP-funded NGOs.

With a closing date of May 15, 1998, the UAP received seven completed applications which were sent to Dr. Davis for review prior to the UAP review process. Of the seven proposals under review, two were sent to the Awards Committee for approval, one was promising but required more work, and the remaining four were rejected for not meeting minimum requirements; specifically no linkage to UAP-funded NGOs. On June 25, 1998, the Awards Committee approved two proposals; a sub-contract agreement with LAR&D, Ltd., and a sub-grant agreement for the Women's Center of Jamaica Foundation. On June 30, 1998, Development Associates executed a sub-contract with LAR&D which will work with two NGOs; Children First & the Western Society for the Upliftment of Children. A sub-grant agreement was prepared for the Women's Center of Jamaica Foundation and forwarded to the RCO for approval on June 30, 1998. To date, the UAP has two executed operations research projects approved and functioning and one pending approval of the RCO.

Donor Coordination & Other Activities

Staff participated at the YWCA's Annual General Meeting where UAP activities were prominently emphasized both in their written report and verbally during presentations.

UAP staff met with Marcia Uddoh regarding the "Worldox" project which she is implementing with youth at risk.

The newly appointed Peace Corps Director, Tim Persons, was invited to meet at the UAP with the key members of the staff. The exchange was most interesting and our relationship with Peace Corps should continue to be effective.

Key UAP staff participated in a meeting at the Fertility Management Unity of the UWI for a presentation of research findings from the *Jamaica Adolescent Study*.

UAP staff attended the Open House of the YMCA's center in Rosedale where parents of the adolescents were invited to review program activities.

A debriefing session was held with Dr. Barbara Dicks, Fulbright Fellow, University of Connecticut, to discuss future networking with the UAP after her return to the U.S. Dr. Dicks offered the UAP excellent contacts in the States for obtaining training and reference materials. She further suggested that we consider Hartford as a potential site for an Observational Study Tour since many West Indians reside there and programs of common interest are available.

UAP staff participated at the CVSS General Annual Meeting during the month of June and at the St. Patrick's career day for UAP clients.

The UAP was invited to participate and give an address at the YMCA graduation of its Youth Development Program students.

JamPress visited the UAP and received a press release to update activities on the program. The release has yet to be published.

SECTION B. ADMINISTRATIVE INFORMATION

Contract Expenditure

The table below shows contract expenditure data, including Disbursements to Sub-Grantees, by the UAP up to June 30, 1998. A total of approximately US\$2.42 million has been expended to date, with approximately US\$783 thousand (or 33% of cumulative expenditure : up from 29 % last quarter) of that amount being disbursed to the sub-grantees.

Table 1
Expenditure Report by Activity Budget Categories

<i>Activity Description</i>	<i>CLIN No.</i>	<i>Budget</i>	<i>Expenditure Prior Periods</i>	<i>Expenditure This Period</i>	<i>To Date Contract Expenditure</i>	<i>Remaining Budget</i>
<i>Project Management</i>	<i>001</i>	<i>\$1,295,141</i>	<i>\$718,468</i>	<i>\$79,265</i>	<i>\$797,734</i>	<i>\$497,407</i>
<i>Operations Research</i>	<i>002</i>	<i>\$448,030</i>	<i>\$107,450</i>	<i>\$26,972</i>	<i>\$134,422</i>	<i>\$313,608</i>
<i>Adolescent Programs</i>	<i>003</i>	<i>\$1,835,678</i>	<i>\$442,737</i>	<i>\$120,362</i>	<i>\$563,099</i>	<i>\$1,272,578</i>
<i>Assisting MEYC</i>	<i>004</i>	<i>\$217,082</i>	<i>\$48,092</i>	<i>\$(2,053)</i>	<i>\$46,039</i>	<i>\$171,043</i>
<i>Award Fee Pool</i>	<i>005</i>	<i>\$252,632</i>	<i>\$98,660</i>	<i>\$0</i>	<i>\$98,660</i>	<i>\$153,972</i>
<i>Sub-Grants</i>	<i>006</i>	<i>\$2,600,000</i>	<i>\$584,003</i>	<i>\$198,788</i>	<i>\$782,791</i>	<i>\$1,817,209</i>
TOTALS		\$6,648,563	\$1,999,410	\$423,334	\$2,422,745	\$4,225,817

Obligations to Contract

Obligations by USAID to the Contract were increased in June by \$820 thousand to a new total of US\$4,294,830. These obligations are distributed and compared to expenditure as follows:

<i>CLIN # & Description</i>	<i>Contract Amount</i>	<i>Obligated To Date</i>	<i>Expenditure To Date</i>	<i>Unexpended Obligation</i>
<i>CLINs 1-4: Institutional Contract</i>	<i>\$3,795,931</i>	<i>\$2,475,250</i>	<i>\$1,541,294</i>	<i>\$933,956</i>
<i>CLIN 5: Award Fee Pool</i>	<i>\$252,632</i>	<i>\$134,580</i>	<i>\$98,660</i>	<i>\$35,920</i>
<i>CLIN 6: NGO Sub-Grants</i>	<i>\$2,600,000</i>	<i>\$1,685,000</i>	<i>\$782,791</i>	<i>\$902,209</i>
TOTALS	\$6,648,563	\$4,294,830	\$2,422,745	\$1,872,085

**SUMMARY OF QUARTERLY REPORTS
BATCH I & II SUB-GRANTEES
March to May 1998**

General

The twelve UAP sub-grantees in Batches I and II had, by the end of May 1998, accomplished a combined 96.55% of their targeted recruitment. By that date, the Batch I sub-grantees had completed their first year, and for Batch II nine months of the first year had elapsed. Reports from the sub-grantees show that at May 31, 1998, a total of 6,768 adolescents had been registered at the 12 NGOs. Of this amount, 3,648 have been registered in Batch I sub-grantees, and 3,120 in Batch II sub-grantees. These accomplishments represent 88% and 109% of the respective targeted recruitment for Batch I and Batch II. Both batches of sub-grantees again showed significant improvement in recruitment this period. The comparable accomplishments at the end of February were 60% and 70% respectively, and the combined accomplishment for both batches was 64%.

The table below summarizes recruitment progress attained to May 31, 1998 by the twelve sub-grantees.

Comparison of Sub-Grantee Recruitment Targets and Accomplishments for Year 1

Sub-Grantee	Recruitment Target	Accomplishment May 31, 1998	Percent Accomplished
<u>Batch I (nine months implementation)</u>			
FamPlan Jamaica	385	450	117%
Jamaica Red Cross	1,000	688	69%
Women's Centre of Jamaica	1,500	1312	88%
Kingston Restoration Company	350	297	85%
YWCA of Jamaica	450	521	116%
Rural Family Support Organization	450	380	84%
BATCH I TOTALS	4,135	3,648	88%
<u>Batch II (six months implementation)</u>			
Kingston YMCA	200	291	146%
Western Society/Upliftment of Children	500	580	116%
St. Patrick's Foundation	725	615	85%
Youth Opportunities Unlimited	350	711	203%
Mel Nathan Institute	550	475	86%
Ashe Caribbean Performing Arts Fdn.	550	448	82%
BATCH II TOTALS	2,875	3,120	109%
Project Totals	7,010	6,768	97%

Although all NGOs showed a much improved recruitment performance this quarter, the Batch II sub-grantees continued to outshine their Batch I counterparts. The poor performing NGOs were officially written to by the UAP, and counseled by their respective UAP Project Officers, and the results from these efforts are readily evident. The Jamaica Red Cross, the Women's Centre, the St. Patrick's

Foundation, and the Mel Nathan Institute which had recruitment rates of 23%, 48%, 15% and 33% respectively at the end of February have, comparatively, increased their recruitment levels to 69%, 88%, 85% and 86%.

The total number of adolescents registered up to May 31, 1998 is 62% of the UAP target of 11,000 over the life of project (up from 41% last quarter). Of the regular at-risk adolescents project target of 9,300, the 12 sub-grantees have so far registered 6,132 (66% - up from 42% last quarter), and 636 (37%) of the 1,700 target for the special populations (up from 36%, or 604 last quarter). Below is a comparison of the recruitment accomplishments compared to sub-grantees' targets and the UAP targets, broken out by regular and special populations.

	<u>Sub-Grantees' Targets</u>		<u>UAP Overall Targets</u>	
	Regular	Spec. Pop.	Regular	Spec. Pop.
Target	6,435	575	9,300	1,700
May 31 Achievement	6,132	636	6,132	636
Percent Achieved	95%	111%	66%	37%

Further details on the May 31 status of the Sub-Grantees' progress on implementing the programs to adolescents may be found in the UAP Project Orientation Booklet (June 1998 Issue).

STANER - APR. 27, 1998

A spokesman for the LSA Ainsworth Dick, said that the Association in talks with the government, had tried to ascer-

Mr. Dick said that was not correct.

He said that in the past the government had sent Jamaicans

government of Jamaica.

The statement said that the qualifications of the Cubans exceeded the minimum standards

any training arrangement... the Dutch government to train hydrographers, the statement said.

YWCA reviews performance

THE YOUNG Women's Christian Association (YWCA) of Jamaica reviewed its performance in the past year and plans for this year, at its annual general meeting at the Medallion Hall Hotel on Lady Musgrave Road, St. Andrew, on Saturday.

YWCA president, Delores O'Connor, said the organisation must analyse its performance if it is to "maintain its relevance to nation building and ... in helping to shape the lives of our young women."

General secretary, Minna McLeod, gave the annual report in which she reminded members that the YWCA was the oldest and largest organisation of women and girls in the world. She gave updates on the YWCA's various projects, including the basic school in Port Royal, the after school care programme at the Kingston YWCA, and the Uplifting Adolescents Project which began in 1997.

She noted that the YWCA of Jamaica was

one of the six agencies originally selected for implementing this project, which is a joint venture of the Jamaican Government and the United States Government, in its first year. The project assists non-governmental organisations to deliver programmes to at-risk youth in the 10 to 14-year-old age group. The YWCA delivers this programme from its centres in Kingston, Spanish Town and Montego Bay and from Watson Grove in association with Spanish Town. This year, the organisation hopes to reach at least 350 of a targeted 450 adolescents.

The work of the school leaving institutes, the Y-teen clubs, youth seminar and day camps in 1997, was also noted, as were the continuing education classes for adults. A sewing centre has been established by the Kingston YWCA and the primary health care community project in Watson Grove was suspended as the two-year grant from World YWCA which funded it came to an end last

year. Skills training classes for adults and the Mayflower group for retirees continued, the report said.

Treasurer and chairman of the YWCA Financial Committees, Kirby Clarke, presented the audited reports for the year ending January, 1998.

Guest speaker at the meeting was Minister of Education and Culture, Burchard Whiteman, who commended the YWCA's work and said it had proven to be an important organisation in civil society. He reminded members of the importance of how learning takes place and what is learnt in an education system. He also spoke of the importance of physical and cultural environment in the learning process. The Minister also called on the members to work together as a nation.

UPLIFTING ADOLESCENTS PROJECT

"Motivating Youth Through Drama - Use of Theatrics in Teaching"

Phillip Sherlock Centre for Creative Arts

June 2-3, 1998

MRS. JEAN SMALL - Lecturer

June 15, 1998

Jean Small for France

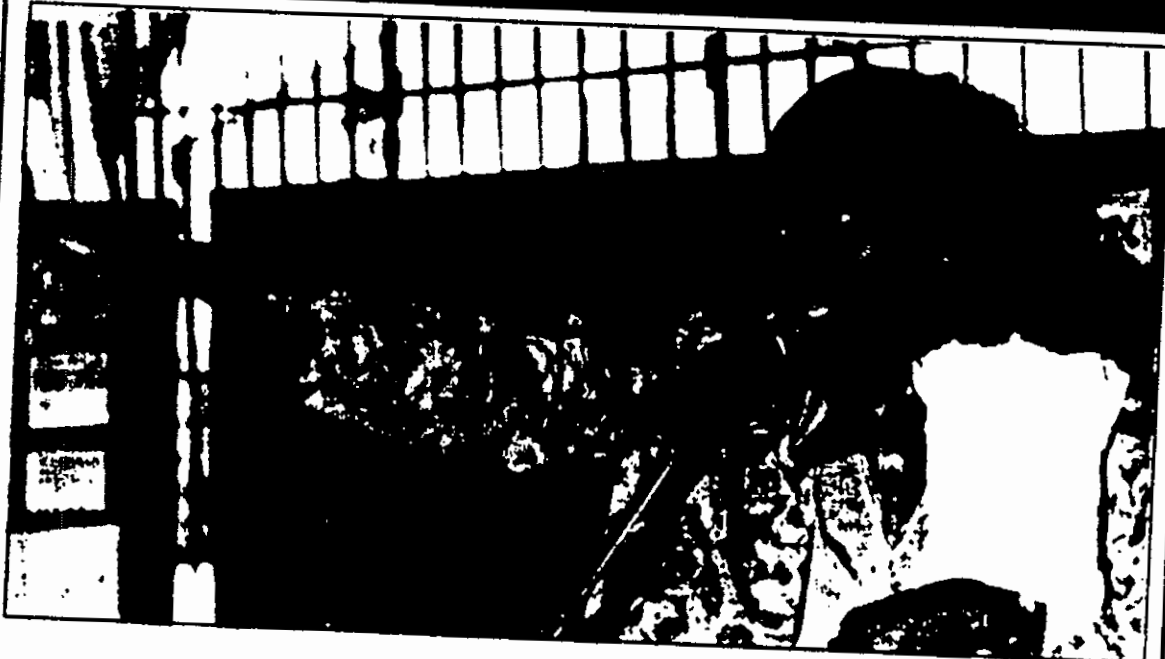
JEAN SMALL, tutor/co-ordinator of The Phillip Sherlock Centre for the Creative Arts, will represent Jamaica in Paris at the World Cup Series of Playwrights organised by the Theatre Gerard Phillipe.

This event has been organised to coincide with the World Cup of Football in France and the Theatre Gerard Phillipe invited the 32 countries participating in this event to send plays written by current playwrights in each of the countries. A number of plays were sent from Jamaica and Mrs. Small's play, "A Black Woman's Tale", was selected for its interesting use of language.

The play has been translated into French under the title "Le Conte d'une Femme Noire" and will be published by LES SOLITAIRES INTEMPESTIFS. Mrs. Small has been invited by the Theatre Gerard Phillipe to give a public reading, in French, of her play, on June 24. The first issue of the publication will be available on that date.

BEST AVAILABLE COPY

CHILD SAFETY



Mrs. Lois Hue, National Director, Children's Services Jamaica Red Cross, demonstrates with a dolly safety practices in the home for the very young children at a Safe Kids Programme sponsored by the Kiwanis Club of New Kingston, which was held at the Denham Town Comprehensive High School recently. ■

- Contributed

#926-1813



CARIBBEAN PERFORMING ARTS ENSEMBLE

143 MOUNTAIN VIEW AVENUE, KINGSTON 3, JAMAICA

PHONE (876) 928-4064 OR (876) 967-0721

FAX (876) 929-8823

May 20, 1998

Mr. Frank Valva
Development Associates
1 Holborn Road
Kingston 5

Dear Mr. Valva:

On behalf of Ashe Ensemble and Academy let me welcome this opportunity to commend you and your staff at Development Associates, Kingston Jamaica and Washington Virginia for the marvelous work that is being facilitated by you.

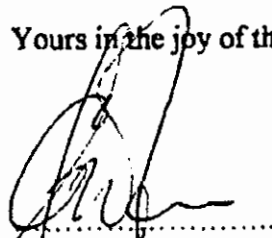
The opportunity to participate in the last training course/observational tour in New York has played an integral part in the development of NGO's/Community based organisation both locally and internationally. In addition to the opportunity to learning some new ways of dealing with parents and students at risk and refreshing some old techniques, we had the wonderful opportunity to meet "our families". These are people whose beliefs are similar and who are working in the area of youth development. It was evident that the work being done here in Jamaica, especially through Development Associates, is on par if not superior to the work being done overseas. We had the opportunity to exchange ideas and have unofficially formed an international NGO/CBO organisation with our combined expertise.

Please convey my appreciation to your organisation for this enriching experience and commend the work of your overseas office and that of Loretta Ruth-Johnston our host.

Page 2
Mr. Frank Valva
1 Holborn Road
Kingston 5

We look forward to participating in other such experiences and the sharing of this experience with other NGO's here in Jamaica and the Caribbean.

Yours in the joy of the performing arts,

A handwritten signature in black ink, appearing to read 'Conroy B. Wilson', written over a dotted line.

Conroy B. Wilson
Academy & Asst. Artistic Director

Western Society for the Upliftment of Children

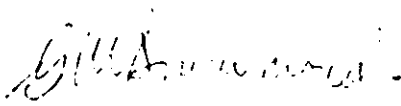
Mr Francis Valva
Development Associates
1 Holborn Road, Kingston 10

Dear Mr Valva,

I am writing to register my appreciation to Development Associates for the recent observational tour to New York, that I participated in. For me it was a rich and enlightening experience. I was really happy to actually see how people work with "at risk" children in a different culture. The sharing and exchange of information was good.

Already we have started planning how we will use some of the new ideas in our agency. You might also be happy to know that we plan to keep in touch with many of our new friends. Already we have started calling and writing .
Again thanks so much for this opportunity.

Yours truly,


Glenda Drummond

MAY 29 1998

Mr. Conrad Grant – *Chairman of the Board*
Mr. Glendon Brown *Mr. Hubert Hogg*
Mr. Canute Johnson *Mr. Alonzo Jones*
Mrs. Margaret Ramsey-Hayle *Ms. Pat Samuels*
Mr. Barrington Sinclair *Mr. Lloyd B. Smith*

"Together We Strive"



CHILDREN FIRST

9 MONK STREET, SPANISH TOWN, ST. CATHERINE, JAMAICA. TELEPHONE/FAX: (876) 984-0367

June 18, 1998

Mr. Francis Valva
Chief of Party
Development Associates
1 Holborn Road
Kingston 10,

Dear Mr. Valva,

I wish to formally express my sincere gratitude to Development Associates for affording me the opportunity to participate in the New York Observational Tour.

It was a valuable learning experience. The Parenting Skills I learnt at Boy's Town will definitely be adapted for our use with the parents group of my agency as well as shared others. I will be exploring ways of including some of the other information gathered for use in my seminars and daily work. The places visited provided motivation and in some cases confirmed the use of some methodology used by my agency, especially the use of theme teaching which is encouraged by Medger Evers University.

The tour also allowed us to network with agencies in New York which will be useful for sharing information, fundraising opportunities and future collaboration. It also provided an opportunity for us as a group of NGO representative to spend some quality time discussing our programmes and sharing ideas in a very relaxed atmosphere.

I wish to commend Development Associates for organising such an interesting itinerary giving much thought to our interests and needs. I must also state that Loretta Johnstone was the perfect host she "pulled all stops," to ensure we got the most from the tour.

I do hope other NGO's will have the opportunity to share in similar packages. There is so much to gain from this also in term of personal development.

Once again many thanks. Anticipating future collaborations.

Sincerely,

Claudette Richardson-Pious
Executive Director
Children First